

Mar/Apr 2023

The specialist international magazine for theme parks and FECs

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SUPER NINTENDO WORLD



Project Profile
Super Nintendo World,
Hollywood, USA

Feature
Celebrating International
Women's Day

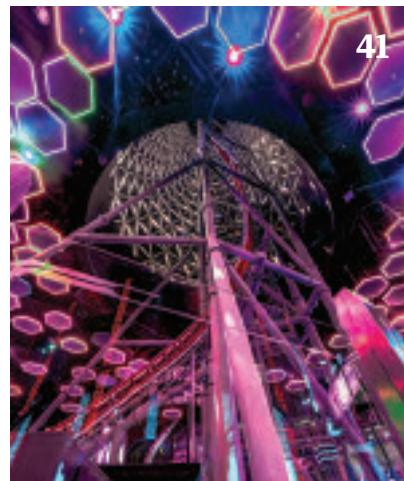
Open to Question
Susanne Mørch Koch,
Tivoli, Denmark

MACK RIDES PRESENTS

TWIST ,N' SPLASH



Interactive water action now is available for water parks - the Twist 'n' Splash features a water battle that is perfect for all ages. The free floating barrels pass by the many water cannons surrounding the ride and everyone is becoming part of the action. Learn more about Tønnevirvel and other attractions of Mack Rides at www.mack-rides.com



#EmbraceEquity

This year, for the first time ever, InterPark is proud to be celebrating International Women's Day, which takes place every year on 8 March. We have dared to go bold, and you will find a large portion of the magazine dedicated to the topic, starting with our Women of Influence feature from page 5 onwards, which highlights the incredible work of women working throughout the amusements and attractions industry.

Some of these women – Barbara Bouza, Jenefer Brown, Choni Fernandez Veciana and others, will be familiar to you... Others, not so much, as we ask manufacturers working within the industry to nominate a female colleague who deserves to be recognised. Elsewhere, we dedicate our regular Open to Question Q&A to Tivoli's CEO Susan Mørch Koch and regular columnist Dennis Spiegel takes a more in-depth look at how well the amusements and attractions industry is doing when it comes to diversity, and what it could be doing better.

Alongside this, in our new regular ADIPS column, we hear from Hayley Westcott – Inspector and a Senior Weld Inspector at ST&W Inspections. She tells us that while, safety is seeing better representation, she would like to see more women considering safety and inspections as a career route, as there is still a small minority of women doing what she does.

It really is important that the industry we work in, and love reflects society – if it's not, how can we claim we're creating experiences that "everyone" can enjoy? With that, I really do hope you find this issue interesting and a breath of fresh air – let's hope that as each year passes, we can keep celebrating women of the industry and that the number of women nominated by manufacturers and operators alike, continues to grow.

From the International Women's Day website:

Imagine a gender equal world. A world free of bias, stereotypes, and discrimination. A world that's diverse, equitable, and inclusive. A world where difference is valued and celebrated.

Together we can forge women's equality. Collectively we can all **#EmbraceEquity**.

Beth Whitaker Editor

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AMUSEMENT
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WOMEN OF INFLUENCE

INTERNATIONAL WOMEN'S DAY

8 MARCH

This year, for the first time ever, InterPark is celebrating International Women's Day, which takes place every year on 8 March. Over the next few pages, we will celebrate the achievements of female members of the amusements and attractions industry.

Some of these women will be well known to you, some not so much, but have been nominated by their peers... And that is exactly the point of this exercise, to shout from the roof tops about the amazing talent and hard work of women, quite often working behind the scenes. While strides are being made, the industry still has a long way to go and needs to take note. Women have proven time and time again that they have much to offer and can make a positive difference to a business and industry.

Imagine a gender equal world. A world free of bias, stereotypes, and discrimination. A world that's diverse, equitable, and inclusive. A world where difference is valued and celebrated.

From the International Women's Day website:

"Together we can forge women's equality. Collectively we can all #EmbraceEquity.

Celebrate women's achievement. Raise awareness about discrimination. Take action to drive gender parity. Equity isn't just a nice-to-have, it's a must-have. A focus on gender equity

needs to be part of every society's DNA and it's critical to understand the difference between equity and equality.

The aim of the IWD 2023 #EmbraceEquity campaign theme has been to get the world talking about why equal opportunities aren't enough. People start from different places, so true inclusion and belonging require equitable action.

It's not just something we say. It's not just something we write about. It's something we need to think about, know, value, and embrace. It's what we believe in, unconditionally. Equity means creating an inclusive world.

And we can all play a part. Each one of us can actively support and embrace equity within our own sphere of influence. We can all challenge gender stereotypes, call out discrimination, draw attention to bias, and seek out inclusion. Collective activism is what drives change. From grassroots action to wide-scale momentum, we can all embrace equity.

Forging gender equity isn't limited to women solely fighting the good fight. Allies are incredibly important for the social, economic, cultural, and political advancement of women.

When we embrace equity, we embrace diversity, and we embrace inclusion. We embrace equity to forge harmony and unity, and to help drive success for all. Equality is the goal, and equity is the means to get there."

#EmbraceEquity



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WOMEN OF INFLUENCE



Toontown – Barbara Bouza views a scale model representing the reimagination of Mickey's Toontown at Disneyland Park in Anaheim, CA



Barbara Bouza

Mention “Disney” to anyone in the industry and they’re immediately impressed. The brand is one of the most recognisable in the world, with its theme parks now spanning Paris, Hong Kong, Shanghai, Orlando, Anaheim and Tokyo, and the magic of each is transferred onto the millions of guests that pass through the gates each year.

Heading up an operation as huge as this requires a large, dedicated team ensuring that the legacy of Disney’s parks lives on.

Barbara Bouza, president of Walt Disney Imagineering — the world-renowned design firm and creative agency behind the brand’s themed entertainment projects — leads the overall global business strategy for the design and development of Disney’s theme parks, attractions, resort hotels, cruise ships, live entertainment, retail, dining and entertainment experiences, and there’s no one better for the job.

Starting her career working for Foster + Partners after studying at the Architectural Association in London, Bouza gained a truly global perspective on innovative design. She then went on to become the co-managing director and principal of the Los Angeles office of Gensler, a global architecture, design and planning firm. Through leadership roles at Gensler for over 18 years, she focused



Barbara Bouza checks out the inner workings of a Stuntronics figure, which are lifelike robots that can perform intricate aerial acrobatics

on areas of creative innovation, science, health, wellbeing, design and entertainment.

But it wasn't until three years ago that Bouza began her work at Walt Disney Imagineering, and in an industry that holds a special place in her heart. "In the parks and attractions industry, we immerse our guests in experiences that make memories of a lifetime — for families, friends, individuals and across generations," she told InterPark. "Creating excitement in a positive environment that touches the heart and soul and brings people together is what I really enjoy about our industry."

Walt Disney Imagineering has over 100 disciplines, and as a global team of creators and storytellers, the agency works hard to continually innovate — especially with its theme parks and attractions. By bringing together several physical, digital, and live entertainment experiences through an integrated approach, the possibilities at Disney's iconic parks are unlimited, which is all down to the dedicated work of Imagineering.

Since beginning her career at Imagineering, Bouza has been a driving force in the implementation of exciting new advancements for Disney's parks across the globe. One example of this is the reimagination of Mickey's Toontown at Disneyland Park in California, which opened to the public on

19 March. The project was uniquely designed to offer young families and all guests even more options to make the area their own.

The environment and the experiences in the land were designed for the various ways guests and families see, hear, feel and interact with one another — thoughtful elements for different needs like a quieter area for decompression, a curb-free land that makes navigation easier for guests of differing abilities, and more open green spaces for gathering and play were just some of the new additions. New interactive play areas like Goofy's How-To-Play Yard, Donald's Duck Pond and CenTOONial Park also were designed to remove as many barriers to play as possible.

In addition, a major new attraction was added to Mickey's Toontown called Mickey & Minnie's Runaway Railway, which features no age or height restrictions so families can enjoy it together. It's a huge transformation of a much-loved area.

Inclusivity is at the heart of everything Walt Disney Imagineering does, something that's extremely important to Bouza as a woman of colour working in the often-male dominated parks and attractions industry. Another example of Imagineering's commitment to this at Disney is through the "it's a small world" attraction, which is an iconic celebration of children around the world. Recently, the

WOMEN OF INFLUENCE



Barbara Bouza tours Shanghai Disneyland with members of the Walt Disney Imagineering Shanghai leadership team

attraction's design was enhanced to proudly include a figure in a wheelchair.

"Since we introduced this, several people have told us how moved they were to see someone who looks like them featured in one of Disney's most famous attractions. This addition has already had an amazing impact, and we're making similar efforts all around the globe," furthered Bouza.

With creative storytelling another huge focus at Imagineering, the group is constantly listening to its guests, with Bouza citing this as "key in developing unique ways for engagement at the parks". In an era of rapid technological advances and constantly evolving expectations, consumers have so many more entertainment options competing for their time, including at home. Imagineering's ability to evolve storytelling platforms across multiple touchpoints gives guests agency and choice, which, in turn, leads to an elevated experience.

Bouza's senior position in the worlds of architecture, theme parks and attractions isn't something that you necessarily see often, as the leadership roles across the industry are usually dominated by men. In fact, black women represent less than one half of one percent of all architects worldwide, and it was this that encouraged Bouza to grow, motivate and inspire more interest in STEM among young girls, women, and other underrepresented groups.

"I believe in the value of diverse leadership and leveraging different voices. For example, having both introverted and extroverted expression is a strength for decision-making," she furthered. "We have work to do in the amusements and attractions industry and many times there are very few women at the table. Gender representation in leadership where key decisions are made and authentic stories created should reflect the gender representation of our guests."

"I try to lead by example and demonstrate the value of being authentic and accessible. Experience and expertise are important because leadership is a responsibility, not a reward. It is a challenging time to be a leader so investing in relationships built on trust and respect is fundamental. Everyone benefits when we bring others along through both formal and informal mentorship and development. These relationships are mutually beneficial — I learn just as much from those early in their careers and am equally inspired."

Bouza tells InterPark her best advice is the effectiveness of community engagement with others in the industry. For women leaders in the industry, there's strength in solidarity, and, as she perfectly concluded, "we work together to elevate the industry. Our shared purpose raises opportunities for all — including women."



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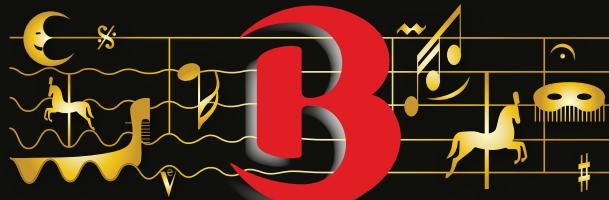


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WOMEN OF INFLUENCE



Victoria Lynn

Drayton Manor Park

More female workers are taking on higher responsibilities in the visitor attractions industry, and Drayton Manor's Managing Director, Victoria Lynn is a case in point. Lynn possesses 22 years of experience in the industry dealing with successful brands and IPs in the UAE such as Warner Bros, Legoland, and Ferrari World Abu Dhabi. There, she transformed the park from a three-star attraction to a five-star attraction and increased visitor numbers from 600,000 in year one to one million in just a few years. Through her appointment at Drayton Manor in spring 2022, she became a pioneer in becoming the park's first permanent female Managing Director in its 70-year history. Lynn has said women can be empowered to ascend in the industry by "creating an inclusive, supportive environment for every team member thus providing a foundation of all businesses. It's a crucial step in encouraging female empowerment within the attractions industry. Women should feel the confidence to have an equal share of voice in the workplace.

"We need to facilitate career opportunities by recruiting more women into senior roles. Everyone has a part to play in supporting women and a key part of this is ensuring women feel like their achievements are being recognised. I would encourage men to openly praise their female colleagues and celebrate their triumphs within the workplace."

Describing what it's like to be a female leader, Lynn said that, "although times have changed for women in business, I am still in a minority as a female managing director. I consider myself a strong and confident leader and sometimes I have to push that bit harder to get my message across clearly. As a huge advocate for female empowerment, my mission in each of my roles has always been to create a positive, inclusive culture where people from all backgrounds feel celebrated. I absolutely love this industry and hope that by championing my message, everybody can join my plight to support women at the top."

Jenefer Brown

Lionsgate

Jenefer Brown is Executive Vice President and Head of Lionsgate Global Live, Interactive and Location-Based Entertainment. Having started her career in the attractions industry in 2009 at Thinkwell Group she has since worked on numerous projects that push the creative and technical boundaries of our industry – such as Lionsgate Entertainment World in China, the company's first branded theme park and world's first indoor vertical theme park.

In addition to location-based entertainment, Brown oversees several areas for Lionsgate that are key to keeping the company at the forefront of guest experience, including live and immersive entertainment, interactive entertainment / games, and consumer products. "I've felt for years that the lines between all these industries are becoming more blurred and the pandemic has only accelerated this," Brown told InterPark earlier in the year. "The ability of our team to work seamlessly across these areas is advantageous to developing cutting edge experiences that don't need to fit neatly in any one category and can pull from best-in-class creative thinking and technology in a multi-disciplinary way. As a result, we can build an ecosystem for our fans across these various touchpoints that feels interconnected and thoughtful, and leverage this across our projects and partners."

Commenting on the leadership gender imbalance within the industry, Brown said: "I'm encouraged that more women are entering the attractions industry, but the senior ranks continue to be dominated by men. As a mother of two young children, I know first-hand how the travel demands and long-term nature of projects that often require on-site work in distant places is particularly challenging for mothers. We need to not only mentor and support women and diverse colleagues, but to ensure there are meaningful opportunities for them to advance their careers once they've entered the field. It is important that our teams are reflective of the audiences we create content for."



Erika Kohler

San Diego Zoo

Erika Kohler is San Diego Zoo's Executive Director. Only the second woman in the zoo's 106-year-history to hold the position, Kohler has worked within the zoo operations sector for the past 25 years.



Elisa Dall'Alba

Zamperla nominee

Elisa Dall'Alba is a graduate in Applied Mathematics and started working in the Zamperla roller coaster Business Unit 10 years ago.

During her formative years, Dall'Alba oversaw the development and creation of new Zamperla software to design roller coaster layouts. Over time, she became a fully-fledged roller coaster designer and in recent years has designed some of the new Zamperla roller coaster layouts for a wide range of thrill ride categories. Dalla'Alba's work includes the children's coasters of Daddy Pig's Roller Coaster in the US, and junior coasters of Tony's Express at Luna Park to the family coasters of the Factory Coaster and more extreme coasters of Canal Peak at Fancy City and also Formula Rossa Junior located at Ferrari World.

Having begun her career as an events manager for Lincoln Park Zoo in Chicago, Kohler is today an active member of active member of the Association of Zoos and Aquariums, where she serves as a professional fellow and member of the Business Operations Committee. When InterPark spoke with her earlier in the year, we asked what she loves most about working within the zoo operations sector, "it's easy. I love the people," she said. "The zoo and aquarium profession has some of the most talented, smart, and dedicated people who are changing the world each day. We collaborate with each other to help wildlife and save species. This is the most gratifying job with the most incredible people!"

Speaking of her role at San Diego Zoo, Kohler added: "I am incredibly proud to have been provided the opportunity to take over as the Executive Director of the San Diego Zoo. My accomplishments would not have been possible without the help and mentorship of so many. Many women in my life have supported me, zoo directors and others outside the field have encouraged me to join the leadership ranks. It is going to take all of us to be successful, so it is important to include everyone in this journey. It is an exciting time in the zoo and aquarium profession as we begin to witness the evolution of more diverse leadership. At the end of the day though, more voices make us stronger, and encouragement is key to those successes."



Francesca Ferrari

Zamperla nominee

Francesca Ferrari is a graduate in Control Systems Engineering and with experience in data science, Ferrari is a member of the R&D team ZEIT (Zamperla Entertainment Integrated Technologies), the department dedicated to the development of new solutions and collaboration projects with universities and other companies.

Furthermore, she oversees developing the algorithms for ride data analysis. This consists of various duties from data pre-processing and knowledge extraction to Artificial Intelligence. Ferrari has also been heavily involved in other topics covered by the Zamperla Research & Development team, which include integration of new software and hardware, study of protocols, cybersecurity, integration of augmented reality, and research articles - including two IEEE publications.

WOMEN OF INFLUENCE



Susan Ang

Merlin Entertainments

An organisation focused on ‘creating magical and memorable experiences’, Merlin Entertainments is a global leader in family attractions. One of the largest suppliers in the world, it is behind parks such as the Legoland franchise, Alton Towers, Thorpe Park and more. Susan Ang, regional director of Midway Asia, is responsible for the business strategy, performance, and operations of Merlin Midway Attractions in Asia, as well as championing innovation and charting future directions for Asia businesses.

“I have a wide range of experiences across multiple functions from strategic planning / branding, marketing and communications, channel distribution, business and market development to investment promotion, new concept ideation and innovation, real estate leasing and facility management,” she told InterPark.

Prior to joining Merlin, Ang was Divisional Director in island investment and branding for Sentosa Development Corporation where she was accountable for the development of unique and best-in-class leisure and lifestyle concepts and

offerings in Sentosa, Singapore. She also spearheaded the rebranding of Sentosa as the State of Fun and ensured that all these initiatives were well-aligned with Sentosa’s masterplan. In her earlier roles with Sentosa Leisure Group, she was the Divisional Director for commercial and led various teams to grow Sentosa island arrivals and leisure revenues. She was also an active member in facilitating the development of Resorts World Sentosa (including Universal Studios Singapore) both as a member of the initial evaluation team and as a key member of the subsequent planning and implementation committees.

“Throughout my career, which now spans more than 25 years, one of my proudest achievements was making the almost impossible project of AJ Hackett Bungy a reality in Singapore,” she said. “As the laws in Singapore then didn’t allow for that scale of bungy tower and attractions, I was involved in getting the laws changed and, in between all of this, had to deal with many unexpected technical challenges of the project. After almost five years, the project was finally completed!”

Her expansive career has been full of good people, something that she says is key to a successful park. As well as this, Ang believes a seamless guest journey with magical touchpoints, immersive guest experiences and a highly engaged team inherently crafts the ultimate attraction.

Working in a senior position as a woman in the world of theme parks and attractions, Ang tells InterPark she feels she has shown that leadership has no gender, rather that it’s influenced by the individual’s hard work and commitment to the job. “Women should never doubt their abilities to do any roles they wish,” she said. “The strength of the female brain and women’s resilience is amazing. Women should think of their strengths more and less of their weaknesses. If we put our hearts and minds to it, I am confident that women can do any job well.”

“I’ve been lucky, as there is generally a lot of respect in this industry for female senior leaders. However, this is not necessarily the same in every country. In some countries, including Japan and Korea, which are still very male dominated, female senior leaders are still very rare, and this needs to change.”

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WOMEN OF INFLUENCE



Choni Fernandez Veciana

PortAventura

PortAventura is one of the world's most famous theme parks. It attracts over 3.5 million visitors every year to Tarragona in Catalonia, Spain. Choni Fernandez Veciana is the director of central services and sustainability at the park, which has also received the title of the first carbon neutral theme park in the world.

Choni has been working in the industry for over 15 years, and, at PortAventura, is responsible for leading the elaboration, implementation and monitoring of the ESG (environmental, social and governance) strategic plan for the park. She's also the brains behind the park's 'PortAventura Foundation', which was created as a not-for-profit organisation that advocates for social integration of 'people belonging to groups at risk of social exclusion, especially children and young people'.

"I'm really proud of the creation of the PortAventura Foundation," she said, "especially our contribution to improving the emotional state of ill children and youth through the Foundation's Dreams Village programme." Coming back to sustainability, which is both PortAventura and Choni's forte, the park is a global leader in environmental management. Always striving to do better when it comes to sustainability, as all parks should, Choni has played a key role in implementing strategies that have allowed PortAventura to become the first carbon neutral park in the world. "If parks are looking to focus more on sustainability, I'd first look at embedding it across all departments, it's not the role of one single area," said Choni.

"Secondly, sustainability should be included from the start. For example, the design needs to be energy efficient across every part of the project, but one of the main challenges is to involve guests in sustainability actions to achieve common goals. Our carbon footprint depends on our guest's footprint, too - working together is key."

More parks across the industry are moving in the right direction, making conscious decisions to lower their carbon footprints and champion sustainability, but it's not just this that Choni cites as being key to having a successful organisation. "A good product is key, but you also need engaged staff to deliver the best service to the customer. This combined with a sustainability mindset that's embedded in all areas creates a successful site."

And when it comes to being a woman in the industry? Choni has never seen it as a setback, as her career has only confirmed. She's an advocate for equal opportunities and equal pay, encouraging women to take a step out of their comfort zone wherever possible - putting their strengths on the table and themselves forward for new positions and opportunities.

"As a woman, I think I'm more empathetic towards other female's realities, so having that collective experience means I'm a good mentor. I've tried to support and help all of the women who, across the years, have asked me for advice or support. Never undervalue a woman for the fact she's a woman, just give her the same opportunities you will offer a man, promote a good work environment with equal treatment and pay and the rest will follow."



BREAK 5 DANCE



082

SETS THE BEAT IN EVERY PARK!

WOMEN OF INFLUENCE



Danielle Kramer

RWS nominee

Danielle Kramer has been Executive Vice President of RWS Entertainment since it was established 20 years ago. Promoted to her current role last April, Kramer has been described as “creative, professional, compassionate, fearless and dedicated to excellence.”

She has led projects with esteemed clients including Mattel, Hersheypark, Six Flags, Warner Bros, CBS and the Emmy Award-winning production - Macy's Stars and her passion for the travel and leisure industry means she is as enthused about ensuring the theme park, cruise, and resort entertainment industry remains as relevant as when she was in her infancy watching theme park shows.

Her love for the industry sees her take an active role, with Kramer integral to the production of all live entertainment for RWS at the past two IAAPA Expos, as well being a member of the IAAPA Entertainment Committee since 2020, which sees her facilitate the Entertainment Professionals Network.

Kramer “loves the challenge of working in this ever-changing industry,” and, when discussing projects, says she is most proud of “taking the lead in creating some of the first branded shows in the industry, including Thomas & Friends Live! I believe entertainment should assist in driving revenue and branded entertainment has a recognisable name and logo that is relatable.

“When the experience makes the guest truly feel something, it will be a moment that they talk about forever with their family and friends. That is what truly ‘Raises the Experience’ and is what I strive to do daily.”

RWS Entertainment Group is an entertainment company and operates the largest live production facility in New York, USA.



InterPark's John Fosbrooke with Anja D'Hondt at the recent IAAPA Europe Expo.

Anja D'Hondt

BoldMove Nation nominee

Anja D'Hondt is co-founder and shareholder of BoldMove Nation. Launching during the pandemic, she knows about challenging situations. With the ethos of creating a happy, engaged community surrounding BoldMove, her company has created new products like Smash & Reload dark ride. Her job responsibilities include product marketing, bringing partners together and community engagements.

D'Hondt calls herself the ‘Queen of Happy Hearts’ and her positive vibe reigns over the company. Indeed, her daughter Ley works for BoldMove as Marketing & Operations Coordinator.

Prior to her work at BoldMove, D'Hondt founded and oversaw an international B2B PR agency in graphic arts and packaging industries for 16 years, with clients Kodak, HP, and Ricoh - selling the company in 2015. Her wealth of experience as a female business owner gives her a clear perspective of the industry: “I noticed a very positive evolution during the past 25 years, having to defy the ‘glass ceiling’ yet I expected it would go faster.

“In management and board teams, women are still a minority. From my experience, management must enable women logically to blossom and build a career, allowing a certain degree of flexibility and positively stimulating them to climb the ladder and develop themselves. Women from their side should be more self-confident, network and stand up for themselves.

“At BoldMove we opted for a well-balanced male-female approach across management and our team. Everyone is well respected and gets equal chances, whatever their age or gender. We aim to complement and reinforce one another in achieving the best possible results together.”



Neeta Shah

Arihant nominee

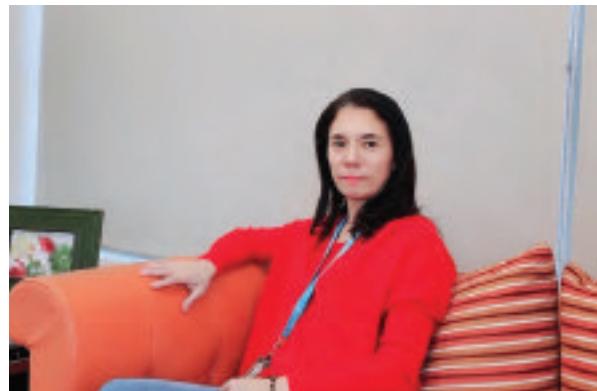
A leader in finance and a key contributor to the attractions industry, Neetah Shah is a seasoned professional with over 28 years of experience as Director-Finance for Arihant. Her contributions to the company and the industry have been invaluable, making her a highly respected figure in the business community.

Shah's role at Arihant has been instrumental in the company's success. She has been responsible for establishing and maintaining financial systems and controls that comply with legal requirements and industry best practices. Her expertise has helped the company to effectively manage its finances and grow its business over the years.

Her deep understanding of the organisation's operations and goals resulted in the successful implementation of ERP system. She also played a key role in making strategy and growth decisions for Arihant, therefore her contributions to the business' strategic decisions have been key to achieving the company's growth objectives.

Meanwhile, Shah played a crucial role in establishing a risk management framework for Arihant; creating a well-established risk management culture that fosters risk-aware decision making and accountability across the organisation.

Her contributions have also been recognised by the business community - receiving numerous awards and accolades for her work. Shah's contribution to the attractions industry goes beyond her role at Arihant and her involvement in social welfare activities and providing educational services to underprivileged children demonstrate her commitment to giving back to the community and making a positive impact on society.



Peichi Ho

Brogent Technologies nominee

Peichi Ho started her career in the amusement and attractions industry 22 years ago, today she is the President of Brogent Global and Executive Assistant of Brogent Technologies. Ho is responsible for managing and supervising projects, developing new markets, and coordinates with departments to achieve the company's goals.

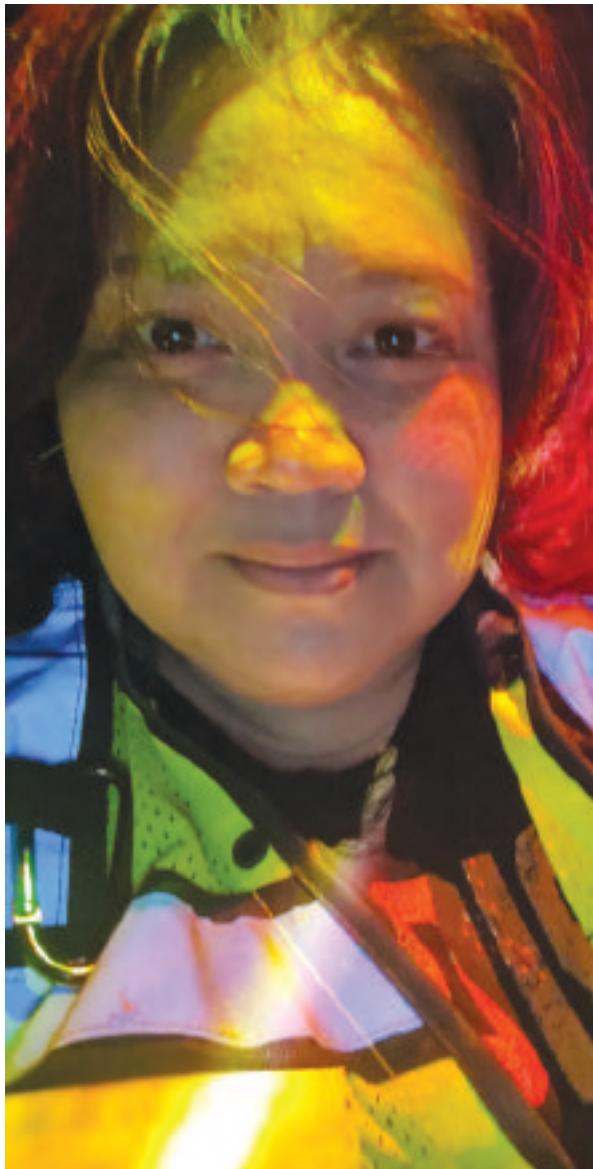
Ho was instrumental in delivering Brogent's first flying theatre project, E-DA, in Taiwan, harnessing the potential of media-based dark rides and 4D cinemas. She helped Brogent successfully migrate from embedded software development to multimedia, software, and hardware integration, with Brogent becoming the first company to introduce this kind of technology in Taiwan.

During her career Ho has worked with Shang Shun theme park - opened in 2015 - to open 10 attractions, assisting with its theming and planning. She says, she "enjoys acquiring and utilising her knowledge through her passion for art to create experiences for people. In this industry, you are constantly learning because everything changes at a fast pace. But when you see visitors smiling who experienced the attraction you designed, it's the best feeling after all the hard work."

As a leading female figure at Brogent, Ho says "it's quite difficult to cooperate with engineers, especially working in a senior management position at a technology company," and that "people did not believe in me through my lack of related technological skills." However, she overcame the challenge through her expertise in marketing and communication.

On encouraging women to move up the ranks, "determination and believing in yourself are the two major reasons I achieved my current position. Embracing diversity is key to leveraging our dominance of being understanding and humble in the workplace. Respecting and assisting others without any judgment helped me to achieve my career goals. It became our company's culture and we work in an environment in which colleagues are helpful and respectful to each other to make our dreams come true."

WOMEN OF INFLUENCE



Amy Steele

Holovis nominee

Working in the theme parks and attractions industry for over 25 years, Amy Steele started her life as a mechanical engineer at the coveted Universal Studios. She developed animatronics, special effects, and other show-based elements for new theme park rides that eventually led her to where she is today - the vice president of attractions and global executive producer for Holovis' international divisions.

Holovis is a leading experiential design company specialising in immersive, mixed reality solutions using multi-sensory technology. Steele's role is split between providing guidance on projects led by the company's talented team and producing projects for e-ticket clients. She works on theme park projects that develop prototypical leading-edge technology and figures out how to incorporate the

innovations into an attraction. "A huge motivation for me has been leveraging this technology to give the guest a story or experience they've never had before," she told InterPark.

"I'm fortunate enough to have reached a point in my career where I have the freedom to pursue exciting projects and lucky enough to be active at a tipping point in our industry where the incorporation of emerging technology is a crucial design element of new attractions. Over the past few years, I've been specialising in combining my background in theme park development with my experiences as a video game producer to help bring in the convergence of real-time technologies found in interactive entertainment with location-based entertainment."

Steele's career has been focused on the outcome, not just the satisfaction, of creating an unforgettable guest experience. "On a recent project, during the grand opening, our team happened to be in an office just on the other side of the exit corridor of this specific ride. Every minute a whole new batch of guests – kids and adults – would come off the ride excitedly talking about what they had just experienced and saying that they would immediately run back into the three-hour queue for the ride. It was amazing for our team to be able to hear that over and over again!"

In an industry that's full of wonder, there are also difficult elements to the role. Being a woman in a leading position has not at all been a setback for Steele, but has allowed her to see the importance of collaboration between both genders, with the main focus on persistence, which is essential to finishing and opening a new ride. "Leaders, both men and women, tend to be tough, smart, and damn persistent," she furthered.

"I've been lucky enough to see the transitions from the industry being overtly male dominated to having fewer and fewer discussions where assumptions about your biological sex or gender play a factor. I remember being in my early 20s on a new project site for the first time and getting a lot of double-takes when being introduced as the client's mechanical engineer. That was undoubtedly challenging and disheartening. But I also remember being in my 40s, working on commissioning a \$400m attraction, and realising that every lead across every trade I was working with was female. I'm starting to get on more and more projects where the leadership is increasingly less male-dominated and sometimes even skews towards female dominance. It's a very interesting time!"



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WOMEN OF INFLUENCE



Yaeli Chung

Legacy Entertainment

Back in summer last year, InterPark reported on the expansive Korean theme park Lotte World, which sits in the heart of Seoul, South Korea. The company behind that project, Legacy Entertainment, is a global leader in entertainment design and production and Yaeli Chung is Managing Director of the Korean strand of the business. "My role at Legacy is overseeing the South Korean market, both securing new work and overseeing active projects," Chung tells InterPark. "I first connected with Legacy in 2007 while serving as an interpreter for another firm, though it wasn't until 2011 that we began working together full-time."

It was in 2012 that Legacy announced its partnership with South Korea's Lotte World as it was to create several new rides, shows, and attractions in the park including Jumping Fish, Do You Speak Beluga? and Brother Moon & Sister Sun's Tall Tales. Because of the legacy of Lotte World, it

became a huge focus of the work that Chung does at Legacy Entertainment, and since she began her career, she has helped to open eight flagship projects, the most exciting of which being the Let's Dream! night-time spectacular commemorating the park's 25th anniversary. It was the first theme park show in the world to incorporate drone effects into the performance.

"The parks and attractions industry keeps me young," said Chung. "As adults, it's easy to lose sight of the joy of childhood. Working in our industry we're immersed in it constantly. Also, I love the multi-generational element of it - creating experiences that all generations can enjoy together."

When it comes to creating these multi-generational experiences, Legacy Entertainment aims to engage all five senses - something that the parks and attractions industry can do seamlessly. "In addition, I feel it's important not to get pulled into the trap of being 'high-tech' for technology's sake. We start with the experience first and go from there, and so far, that strategy has been very effective," she said.

"Technology in theme parks only works for me when it's invisible, and completely seamless with the experience. I believe Disney's recent major dark rides, including Rise of the Resistance and Mickey and Minnie's Runaway Railway are excellent examples of this."

Chung has uplifted and supported the industry across her career, and her gender has allowed her, in her own words, to bring an element of emotional intelligence to the table. "What I mean by this is that it's not always a one-size-fits-all style," she told InterPark. "Sometimes we think like women, sometimes like our mothers, and sometimes think like our fathers. To win, sometimes we need a soft side, and sometimes a daring and wild side."

"Korea's business structure is unique in the world, and up until quite recently it was imbalanced to quite an extreme degree. As such, it is uniquely common for there to be friction with authoritative male executives. In the end, we respect them, listen, and put up with some nonsense even when we don't agree. We must often operate like cats - silent, hyper-focused and calculative. Endure it when you have to fight for what's right. When the time comes and you are ready, fight as hard as you can."

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WOMEN OF INFLUENCE



Christine Gougeon

Ange Michel Park

Born into an entrepreneur's family, Christine Gougeon's accounting background and business management studies have shaped the woman who has managed Ange Michel Park since her father died in 1995. The amusement park was created by her father in 1991 and during the 90s, Gougeon took her first steps into the family business working alongside her mother with accounting duties.

In 2006, Gougeon took over park operations and, in her words, "my life became a big adventure full of stress, of hope, a new life, a new challenge with everything to rebuild but it was a great present that life gave me."

She does admit, it was initially a struggle for her to financially cope with the business as she tells InterPark: "I had to borrow everything to buy back the Ange Michel shares, my working capital – investing all of mine and my husband's savings. We achieved 40,000 visitors in the first year and today have grown that number to 120,000 visitors through the doors."

The park clearly holds strong emotional ties for Gougeon, continuing the legacy of her father. "When I took over the management, I wanted to honour the memory of my dad and continue the work he wasn't able to. I remember my first roller coaster purchase was Le Tacot en Folie in 2008. For a long-time I dreamed of this kind of attraction as a beautiful emblem for a park. I bought it second hand from Fraisperthus, a park in the Vosges."

In 2013, Ange Michel purchased a spinning coaster from Zamperla. "We saw the attraction in a lot of amusement parks, but we found it was too expensive," remembers Gougeon. "But the day before the IAAPA trade fair in Berlin, Germany, I had dinner with CEOs from other parks. I asked

them for their thoughts on investing in the attraction and they encouraged me to do it. The day after the trade fair launched, I signed the purchase without financial guarantees but it's what ultimately allowed Ange Michel to progress."

Speaking of the importance of the visitor experience, Gougeon continued: "I have a passion for my work and my goal is always to bring new ideas for roller coasters, food services, thematic décor and so on to Ange Michel to allow the visitors to spend unforgettable moments with family and friends.

"It's like cooking recipes, we need a big part of professionalism and especially contribute to the wellbeing of the visitors because it's them who will make us progress. A little of fun, find the best investment at the right time, to be intuitive and bring the little mystery ingredient that will differentiate you from other parks. The success of an amusement park is based on knowledge."

Commenting on the industry as a whole, Gougeon noted how the industry has evolved during her stewardship as, "in our field, the imagination has no limits. Roller coasters have become more advanced and activates all the senses. It's made us dream, the evolution is important since we began 30 years ago as an amusement park but also in customer service and communication. Nowadays, roller coasters use unbelievable technology, with spins, backward steps, right angle descents and so on."

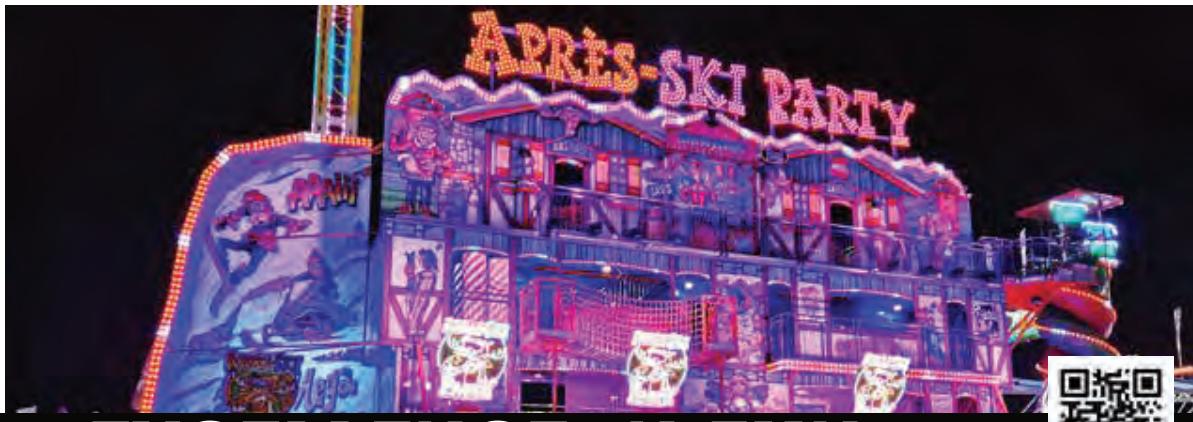
As International Women's Day is celebrated, Gougeon stressed: "I don't think there is a positive or negative point to being a woman with enterprise and it is neither an advantage nor a disadvantage. I don't let my status as a woman be an asset and / or a handicap and never thought about it before because I always worked with men."

"Each of us has a different personality and whether you're a man or a woman, you have to have the qualities of a conductor. I think that women are more sensitive, more empathetic, we function more on emotion, whereas a man is more individual in his development, more personal. We have an additional quality: with listening, we are able to take a step back more before making a decision."

"At the beginning I really had to prove myself in all areas, to justify my skills, to master all the subjects, to show an example but it was also important to surround myself with good people."

Highlighting the importance of a strong team ethos, Gougeon added, "you have to have a good mental attitude, the pressure is intense but it's a good motivator; persevere, don't give up, don't count the hours, believe in your values."

"Today, the most beautiful award is to have made my son and daughters wanting to follow me in this adventure. They work with me and are passionate with real values. I will pass on a healthy business to them. If I had to do it all over again, I definitely would."



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WOMEN OF INFLUENCE



Lauren Wood Weaver

Sally Dark Rides

Lauren Wood Weaver is Vice President of Marketing and Business Development at Sally Dark Rides, a dark ride manufacture. Starting with the company in 2007, Weaver was promoted to Vice President of Marketing and Business Development in 2020. Her current role involves marketing duties with trade shows, strategic partnerships, social media management, IP relationship management, and product development. She has led strategic partnerships, securing notable marketing agreements with Six Flags, PortAventura, AMC's The Walking Dead and Jim Henson & Herschend Entertainment's. Weaver is an IAAPA North American Media and PR Subcommittee member and currently chairs the IAAPA's Service Awards Committee.

Weaver confesses she "wholeheartedly loves all of the industry. It's hard not to love what you do when you're in the business of fun," she says. "I get to work alongside my family and consider so many in this industry family as well. I've met some wonderful people, experienced some of the greatest attractions, and created memorable experiences for millions of people. What's not to love?"

A proud moment during her tenure so far was working on Sesame Street: Street Mission. "The ride not only pulls at the heartstrings of my younger self, but from an attraction standpoint, it's got everything: beloved characters Grover, Big Bird, Bert and Ernie, a beautiful blend of animatronics, media, gaming, and scenes that you remember from the show. You walk out really feeling like you were at Sesame Street! Fans of the show are happy, the IP is happy, and it's led to an increase in family attendance at the park."

Weaver's biggest achievement is, in her words, "the re-branding of our company from Sally Corporation to Sally Dark Rides. We aim to solidify ourselves as the dark ride specialists of the attractions industry. Our name (and hopefully reputation) reflects that now."

Sally Dark Rides' latest project is a collaboration between themselves, Port Aventura and Sony Picture Entertainment: the world's first dark ride rollercoaster based on the hit film, Unchartered.





Emily Colombo

WhiteWater nominee

Emily Colombo started at WhiteWater in 2012 as a slide path designer, backed by a civil engineering degree from Queen's University, where she received an alumni award for engineering excellence in 2018. She is active in the Canadian Coalition of Women in Engineering, Science, Trades and Technology, helping the next generation of women in these fields through mentorship and networking, enabling them to ask questions about what it's like to be a woman in the field and what her career path has looked like.

Colombo has been closely involved in hundreds of projects around the globe helping to dream up innovative solutions and unique offerings for different clients. In her current role, she works with strategic partners, such as Water Technology Inc., Martin Aquatic, and FORREC, and key accounts, such as Six Flags, Legoland, Universal, and Meryal, to solve problems, push boundaries, and create award-winning water and theme parks.

One of her most notable projects to date is Perfect Day at CocoCay for Royal Caribbean in the Bahamas. During this project, she helped bring the tallest water slide in North America to life ultimately creating one of the world's most iconic slide towers recognised for its rainbow theming and engineering strength having stood tall against hurricane level winds.



Una de Boer

WhiteWater nominee

Chief Marketing Officer Una de Boer joined WhiteWater in 2015 with an already established career leading international B2B marketing, establishing global Business Services brands and developing SaaS ones. Her philosophy practises storytelling, psychology, and data analysis to simplify the 'why?' for customers.

During the past eight years, de Boer has not only overseen WhiteWater and FlowRider's marketing department but has also led the design and execution of the Vantage and Endless Surf respective brands.

Sitting on WhiteWater's executive, as Chief Marketing Officer, she has been at the forefront of the company's sustainability strategy, leading its new Sustainability department and overall initiatives. She has moderated webinars and given talks on the subject, helping to educate WhiteWater and the industry.

Her leadership has given further credence to the promotion of women in the traditionally male amusements industry. She has been the moderator for Gateway's International Women's Day webinars, documenting the topic on her social platforms, and hosts informal 'women in the industry' evenings at industry events. Outside of her WhiteWater role, De Boer is very much family-orientated and a dog mother to Tom, her sled dog rescue, who can be seen sleeping in her office on Teams calls or joining her on her lunchtime runs. She also serves on the board of CLEAR, a charity dedicated to finding a cure for Alzheimer's.

WOMEN OF INFLUENCE



Julie Kline

ADG nominee

Julie Kline is Marketing Manager of ADG, a water park design, constructor, and manufacturer. During her six years with the company, she has worked her way up to managing and overseeing the marketing department. Her list of achievements at ADG include growing its social media presence, being interviewed for industry publications, and assisting the launch and branding of ADG's newest product, the deep-water stationary surf wave, EpicSurf.

Furthermore, Kline has hosted and coordinated EpicSurf surf events from beginners, pro level, and adaptive surfers of blind, PTSD veterans, cerebral palsy and paraplegic. Kline also hosted a press conference at IAAPA for Adaptive Surf & Surf Therapy and recently gave promotion for EpicSurf to be accredited as a Certified Autism Resource by the IBCCES.

She strives to create products and services that provide equal opportunities, equity, and accessibility to the sport of surfing and loves the reward it brings, telling InterPark: "I attended my first IAAPA and instantly fell in love with the industry. The show opened my eyes to the magnitude of the industry – the different companies, suppliers, technologies, water amusement parks, operators, developers and more! The people were welcoming, the projects were exciting and the fire inside of me to learn more was lit!"

"One monumental memory in my career was the Kartrite Resort & Indoor water park. This was the first time I had not only seen the concepts of the project, worked on the promotion of the indoor water park, but to see the construction zone and then attend the grand opening event.



Watching the children and families pour into the water park, the smiles on their faces, the joy they were experiencing was something I will never forget. We create water parks, water rides, wave pools, rivers and surf waves that bring fun to guests and bring success to owners. Every day at work is exciting, rewarding, and I absolutely love it!"

Reflecting on some of her proudest moments at ADG, Kline said: "All involve our latest surf wave technology, EpicSurf. I work in the marketing department and was involved in all aspects of the product launch: from the logo development, website design, creation of the marketing / sales materials to hosting surf events and learning to surf myself!

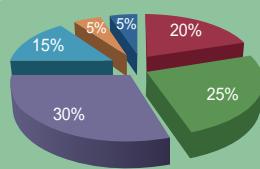
"As the number of disabled people continues to grow at a staggering rate every year, it is imperative that the attractions industry and the parks themselves, find more ways to be inclusive for guests to experience the joy and thrill of the attractions industry. I'm also excited to see how the artificial surf industry will grow, where these technologies will be installed, how they will be utilised for competitions and for therapy!

"I remember tears genuinely came to my eyes when a girl with cerebral palsy who had never surfed in her entire life hugged me and said: "Thank you. I have cerebral palsy and I never thought I could do something like this. I'm so proud of myself and can't wait to surf again!" I knew in that moment that not only was this a very cool product, but that it had the power to change and touch many lives!"



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WOMEN OF INFLUENCE



Jaime Maw

S&S Worldwide nominee

Jaime Maw is Customer Service Manager of S&S Worldwide. Her responsibilities include roles as the Customer Liaison, Customer Satisfaction, Resolution Management and Coordinator of AIMS. "My current role truly changes daily!" she tells InterPark.

"I manage the department that handles all spare parts orders for both the Arrow and S&S divisions. I also manage our customer's satisfaction for all products and services. It's a big job: emails, phone calls, contracts, attending industry events. I seek resolutions for issues or concerns a customer may have in order to remedy a situation promptly. It is both exhilarating and challenging, but I love to find solutions for our customers."

Maw's career started in real estate, however in 2016, was hired by S&S as an administrative assistant to the Project Management department. An opportunity that, "allowed me to learn the inner workings of S&S, support the project management department, better understand our relationships with customers and fully appreciate the life cycle of our ride projects. This position helped prepare for my current role as Customer Service Manager."

Her biggest challenge she says, "is having enough time. We understand parks need immediate solutions. We share their disappointment when things don't go as anticipated and applaud their excitement when things do go as planned! We do everything in our power to create a plan to make sure they are successful as a park, able to continue operation, and maintain expectations with guests."

As Customer Service Manager, Maw is "so proud to continually grow our team and define an ethos that allows us to be successful. My aim is to motivate people to give their best effort and have a positive attitude. Success is the by-product of helping others. I'm inspired every day by the people I surrounded myself with. The industry is a tight knit community and I'm fortunate to work alongside industry colleagues that I now consider friends."

On discussing the role of female leaders, Maw has learnt with her maintenance teams in particular, that they "have come to appreciate my ability to understand their needs as I've evolved in my position with S&S and the industry. Knowing they have maintenance schedules they must adhere to, my ability to quickly identify part numbers and lead times and able to implement a plan that works to their advantage has been proven beneficial. In the predominately male field of maintenance, even if some people are surprised at first to learn I'm a woman; I'm happy to know people trust me and see me as their equal.

"Women are born leaders. We're competent, creative, self-aware, respectful, grateful, full of integrity and are as committed as men to our jobs and industry advancement, even if our circumstances are different."

Founded in 1994, S&S is the leader in vertical amusement rides through its many creations; including the first pneumatic launch tower called Space Shot and later, Double Shot, combining both upward and downward launch experiences. The ride manufacturer gained recognition by the Guinness Book of Records in 2008 with developing the first El Loco. It debuted at Indiana Beach, becoming the steepest drop on a rollercoaster at 120°. Today, S&S is known for its innovative spin technology found in products like Axis, 4D Free Spin, Spin Shot and more.

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WOMEN OF INFLUENCE



Şöhret Pakış

Majoring in Economics back when she studied at Turkey's prestigious Boğaziçi University, and going on to have an admirable career at Polin Group, Şöhret Pakış is now a leading woman in the theme parks and attractions industry, most recently heading up her own brand consultancy business.

Most well known for her work with Polin, Pakış began her career when the company was a contract manufacturing business serving just one client. Over time, the business grew exponentially, requiring the need for both reorganisation and prospective-export targets.

With that, Pakış played a leading role in supporting this transition, becoming an integral part of the team that restructured the human resources, sales and marketing departments, both in-house and abroad. "I always feel proud to have been part of an organisation that expanded across 110 countries from its beginnings as a one-country contract manufacturer," she said.

Pakış is unique in that her career highlights aren't necessarily focused on projects or role progression, but in the neurological research she has conducted on the impact

of leisure activities on the human mind. Just last year in fact, she completed her second Masters degree in Neuroscience, which led her to introduce a new term to the field, 'Neurorecreation'.

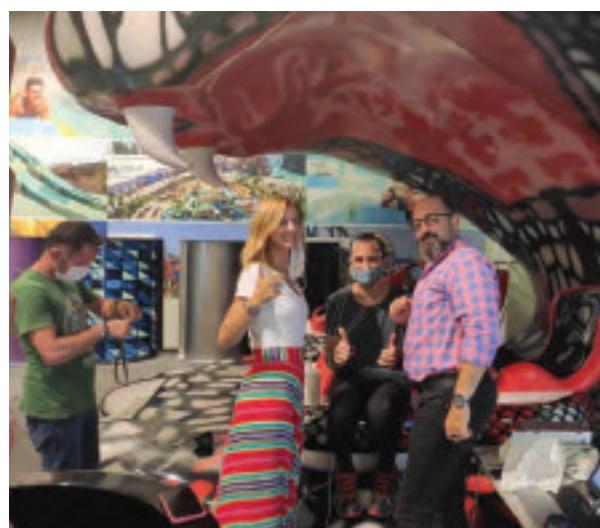
"My research into this area has solidified my belief in the importance of attractions and recreation in people's lives and happiness," said Şöhret. "The aim of my research is to explore the water slide experience, from a neuroscientific point of view. Through this, I've been able to provide feedback to product and experience designers, as well as park investors and local governments, to reveal the potential influence of neuroscience on future projects."

Exploring the social creatures that are guests, returning again and again to theme parks across the world, Pakış has observed that the people behind the venues are all contributing to the happiness of the guests in a totally unique way. "Parks are places where people can escape and create new experiences with their loved ones. The more we have these venues, the cities will ultimately become happier places to live," furthered Pakış.

More recently, Pakış was honoured with a 2022 Executive Board Award, one of the most prestigious awards in the water park industry from the World Waterpark Association. She is the first female director from Turkey to take home the accolade.

"Women and men approach things differently, so I believe in a world where we can work together to create that productive balance," she says. "In my experience, women are more detail oriented and often have high IQs, so in an industry where experiences and emotions matter, this is a great strength.

"For 20 years, I have worked in the attractions industry, and I can truly say that I love it with all my heart. I'm incredibly grateful for the many opportunities in which I've had the chance to give numerous talks and work on great projects with great people. In the years ahead, I hope to use all my experiences and the strong network of connections I have developed to serve the whole industry."





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SUSANNE MØRCH KOCH Tivoli's CEO

As CEO of Tivoli, Susanne Mørch Koch has overseen operational duties of the Danish theme park since August 2020. Here, she shares industry insights – including her views on the current attractions landscape, her time in the industry, the role of the female worker and more.



HAVING NOT WORKED IN THE AMUSEMENTS AND ATTRACTIONS INDUSTRY PREVIOUSLY, WHAT ATTRACTED YOU TO THE POSITION AT TIVOLI?

Tivoli is a destination more than a classic amusement park. The heritage and history, the art and architecture, along with Tivoli's substantial contribution to the cultural and gastro scene in Copenhagen made the offer impossible to pass. Also, the task of working with colleagues from a wide range of professional positions was appealing to me. Tivoli holds experts in roller coasters, world class ballerinas, technicians, legal advisors, renovations workers, environment specialists and much more. Highly skilled colleagues in every corner of the Gardens standing shoulder to shoulder. Furthermore, Tivoli and its employees embody a strong sense of purpose.

WHAT CORE VALUES HAVE PREPARED YOU FOR THE ROLE OF CEO AT TIVOLI?

I've always worked with deploying trust and responsibility to highly responsible colleagues. I find this the best way of achieving success. This goes in all business areas, but in the amusements industry the team effort becomes increasingly important, you are even more dependent on your colleagues when they are the ones delivering front line magic to guests.

WHAT IS YOUR VISION FOR THE PARK?

With 180 years of history, Tivoli is older than the Danish Constitution, and our tagline perfectly embodies that

central history - 'Always as never before'. I want to make sure that Tivoli stays relevant, while holding on to its strong heritage, releasing the full potential of being the preferred meeting place for Copenhageners as well as international guests. That requires a strong focus on the main assets: the Garden, the attractions, the strong cultural and gastro scene. And we need to be bold enough to 'go local'. When the Copenhageners are here, the tourists will come as well, curious to see and feel the local ambiance.

WHAT DO YOU FEEL YOUR LEADERSHIP STYLE IS?

A huge part of my leadership derives from me being well prepared. I never just 'wing it on the fly'. Leadership comes down to being at ease with having to make big decisions and to me this is done best by preparing for these decisions - and by relying on my team; I've never met anyone not interested in succeeding and that holds a tremendous energy that can be released under the right guidance and leadership.

HOW HAVE YOU FOUND BEING A WOMAN IN A LEADERSHIP POSITION?

I have benefitted from knowing that I was going to prioritise being a mother very early on in my career. Setting this straight helped me schedule in the right way - and helped me make decisions in terms of how to spend my time wisely. My big passion for surfing and mountain climbing had to wait a few years when studying, and going on long runs in the evening after work was not an option with young kids in the house.

Now, we share hobbies as a family. I have many long days working with a strong focus on Tivoli, but, of course, I am equally focused on being a mother.

HOW CAN WE ENCOURAGE WOMEN TO OBTAIN LEADERSHIP POSITIONS?

Things are moving in the right direction. Reflecting society with all its diversity and creating a culture where everyone can thrive and is treated fairly and respectfully, is a goal. In creating magic, uniqueness must be celebrated. This goes for gender as well. In terms of gender equality and encouraging women we must openly address goals of equality in leadership teams and boards making sure that women are aware of their equal opportunities. Optics matter: I represent a small group of female CEOs in the industry. By doing so I hope to inspire the next generation.

The most attractive scenario in terms of equality is a democratic one, where the company reflects society. In Tivoli we work with a gender-neutral job add tool making sure that we attract a variety of talent. Luckily, we have a 50/50 breakdown in our workforce, and we meet the current criteria for gender split in management, but we also still have efforts to make. With that being said, we have an ongoing focus on attracting the right talent but keep reminding ourselves, that talent comes in many forms.

WHAT ARE YOU ENJOYING MOST ABOUT WORKING WITHIN THE PARKS AND ATTRACTIONS INDUSTRY?

Reality did indeed exceed expectations! It's got to be the complex leadership role combined with creating and providing pure happiness through the Tivoli-experience. Once again, I must emphasise the skilled and ambitious colleagues thriving to deliver on point every day. Best in class service, happiness, and great amusement is a key delivery throughout the industry. It has been a very pleasant surprise to learn that creativity and robust business goals can intersect in the amusement sector.

WHAT DO YOU FEEL THE AMUSEMENTS INDUSTRY COULD DO BETTER?

There is huge potential in taking on an even bigger role in terms of climate responsibility. The industry is not a big sinner at all, but acting responsibly is going to be crucial to our business in the very near future and it is our duty to make sure that experiencing fun and amusement can be done responsibly. We are setting out pathways taking us to zero emissions in our operations. At Tivoli we have a target of net zero emissions in scope 1 and 2 by 2025. We're transitioning to renewable energy and maintaining the magic light in Tivoli with LEDs.

WHAT DO YOU FEEL ARE THE KEY INGREDIENTS FOR A PARK TO SUCCEED?

A strong relevance; a dedicated team; a powerful identity. To me, it seems extremely important that we provide a variety of experiences across the industry. Each amusement park has its own story. Success is linked to uniqueness and for Tivoli this has to do with us being a preferred site even for Copenhageners strolling through the Gardens in the summer or celebrating big important moments, in some of our top restaurants.





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Amusement machine & parts

coin-operated machines, arcade games, mobile games, video games, lottery equipment, cranes, redemption games, simulators, touch screens, animatronics, etc

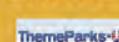
Amusement parks and facilities

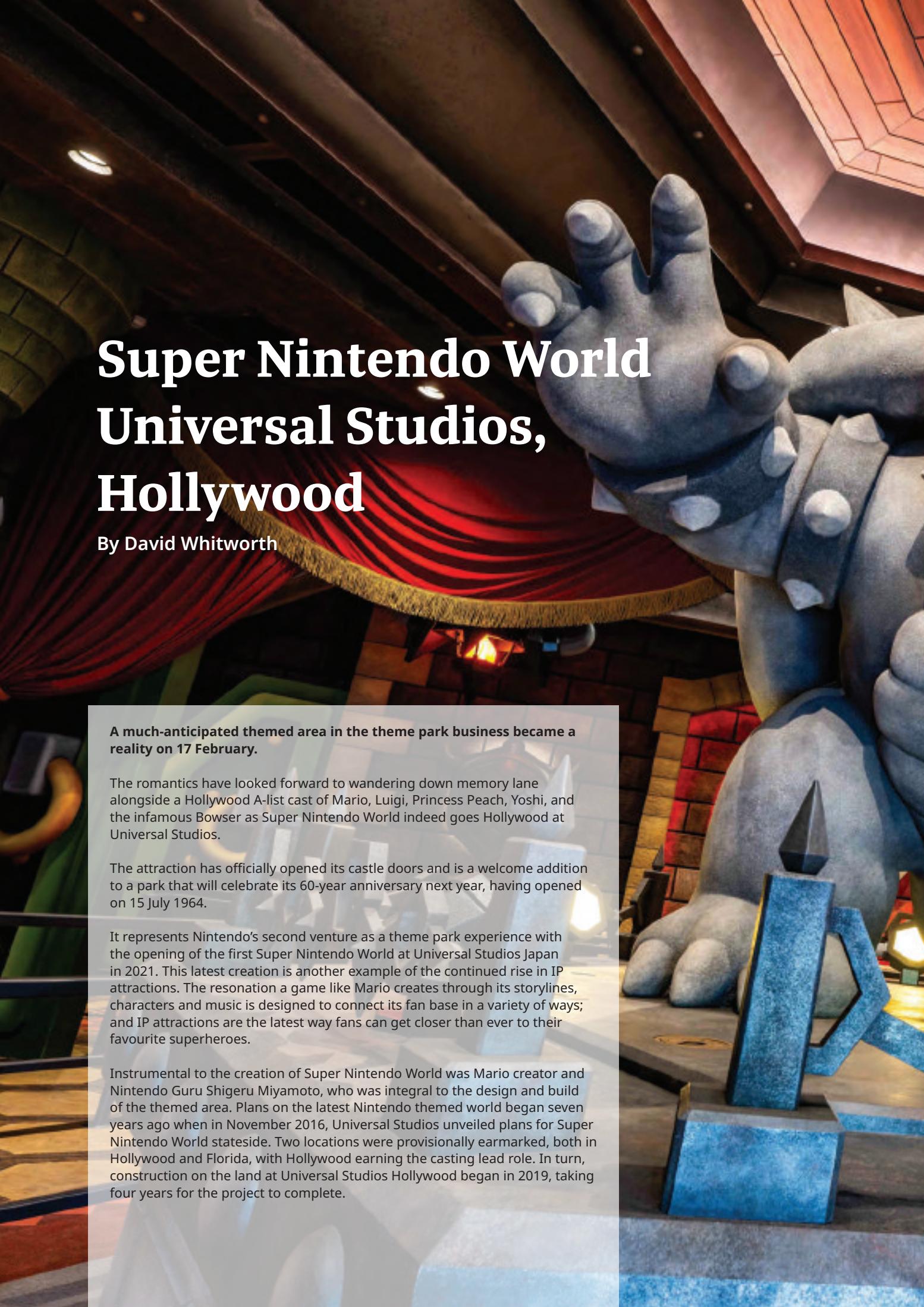
major rides, water rides, kiddies rides, 3D/4D, bumper car/go-carts/train, roller coaster, inflatable, photo booths, landscape design, ticket tech/coin, etc.

Official International Publication:



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Super Nintendo World Universal Studios, Hollywood

By David Whitworth

A much-anticipated themed area in the theme park business became a reality on 17 February.

The romantics have looked forward to wandering down memory lane alongside a Hollywood A-list cast of Mario, Luigi, Princess Peach, Yoshi, and the infamous Bowser as Super Nintendo World indeed goes Hollywood at Universal Studios.

The attraction has officially opened its castle doors and is a welcome addition to a park that will celebrate its 60-year anniversary next year, having opened on 15 July 1964.

It represents Nintendo's second venture as a theme park experience with the opening of the first Super Nintendo World at Universal Studios Japan in 2021. This latest creation is another example of the continued rise in IP attractions. The resonance a game like Mario creates through its storylines, characters and music is designed to connect its fan base in a variety of ways; and IP attractions are the latest way fans can get closer than ever to their favourite superheroes.

Instrumental to the creation of Super Nintendo World was Mario creator and Nintendo Guru Shigeru Miyamoto, who was integral to the design and build of the themed area. Plans on the latest Nintendo themed world began seven years ago when in November 2016, Universal Studios unveiled plans for Super Nintendo World stateside. Two locations were provisionally earmarked, both in Hollywood and Florida, with Hollywood earning the casting lead role. In turn, construction on the land at Universal Studios Hollywood began in 2019, taking four years for the project to complete.





Universal Studios Hollywood covers 415 acres and attracted approximately nine million visitors annually pre-pandemic. As for Super Nintendo World, its themed world will appeal to the broadest range of target market, as Mario successfully does in its much-acclaimed game franchise. And much like the famous games, the area is dripping with Mario authenticity, including a dreamland filled with beautifully themed castles, green pipes, and treasure filled boxes, while its fabled playbook of songs will transport guests' senses into the world of their childhood.

Mario originally stepped into the spotlight in 1981 as a carpenter, as part of the Donkey Kong game; as time progressed, so did the development of the Mario franchise. Arguably the most famous brothers on the planet, the duo of Mario and Luigi especially captured many a heart through their simple wit and instantly recognisable looks. Fast forward to present day and the game franchise continues to go from strength to strength with the famous duo set to feature in the cinema this Spring. Naturally, Universal Studios has timed its Nintendo theme world opening to co-inside with The Super Mario Bros. film release.

From the big screen to the themed world, as guests embark on their journey, the themed entrance at Super Nintendo World is synonymous with Mario - in the shape of a huge green pipe, a hallmark of Mario's adventures. In an unprecedented look inside the pipes never seen in the game, this version is filled with LED streaming lights and the familiar sound when Mario enters the pipe. The grand warp pipe leads guests through to the gorgeous setting of Princess Peach's Castle, fit with opaque archways, black and white tiled flooring and beautiful portraits depicting Mario characters.

But before greeting the jaw-dropping Nintendo square, Super Nintendo World entices guests to solve a case of the Golden Key: Bowser Jr. has stolen Peach's Golden Mushroom. The only way to return it is by completing four Golden Key tasks in the land. Complete the challenge and you earn a shot at the Boss Battle Junior game to reclaim the Golden Mushroom and safely return it in the possession of Princess Peach. The four Golden Key challenges are Sleeping Piranha, Goomba, Thwomp, and Koopa Troopa.



Universal Studios has created Power Up wristbands that track guests' activity throughout Super Nintendo World. The Power Up wristbands can be used away from the interactive challenges or to view scores on Mario Kart, but the bands will keep a record of their scores. When guests meet the live characters in the land of Mario, Luigi, and Princess Peach, they will all have access to the scores if guests are wearing a Power Up Band. Another novel touch is there will be live leader boards in the land showing the top scorers of guests using Power Up Bands. The Power Up Band syncs with the Universal Studios Hollywood app to link the account and updates when the Power Up Bands launch. Highly impressive technology as the park further details: "Universal Studios has developed some state-of-the-art technology to create the perfect fusion of the physical world with the world of video game. The Power Up Band connects guests with dozens of iconic Nintendo items throughout the land in a truly seamless and innovative way - and the app keep tracks of their adventures and any coins, stamps, or other iconic elements they earn along the way. There are opportunities to advance through achievements, keep score, compete against each other, and celebrate together when they win. The seamless integration of the gameplay is one of the most innovative experiences we have ever created at Universal Studios. You're not just playing the game, you're living the game, you're living the adventure."

Interactivity is key in connecting visitors with the best experiences and Universal Studios has really excelled in this department. The park has created six unique watch style bracelets with iconic characters from the series. These optional bracelets allow guests to hunt around the park for treasured coins just like the Mario games. Interactive elements include hitting your bracelet under the famous question mark block, which then lights up and makes the iconic coin sound. Thereby, guests earn those coins in conjunction with Super Nintendo's smartphone app. As well as coins, stamps can be earned to build up score. Once powered up, stepping out of the castle greets guests with the breath-taking site of Super Nintendo World in all its splendour - a courtyard set on two levels with the backdrop of the Mushroom Kingdom. It really is a sight to behold and even more enchanting by night when the kingdom is lit up with a fittingly magical effect. A sensory overload of Nintendo

characters awaits in this beautiful boulevard, making guests feel as though they are in the videogame. Yoshi, Toad, Princess Peach and Mario and Luigi are all dotted around this magnificent setting.

The star attraction of the themed land is Mario Kart: Bowser's Challenge, the flagship Mario game, set in Bowser's Castle, the arch enemy of Mario. The large pre-ride queue line encapsulates everything there is about Mario, set to a melodic Mario master symphony. Guests walk up the lavish staircase to pass an imposing Bowser statue. From then, they can view various Mario trophies, which set the scene in another nod to the video games. As guests enter the ride area, they can see the karts in all their glory with the iconic red 'M' for Mario – among other colours - adorning the karts. The ride gate is a huge room and a hive of activity.

The karts sit four riders with two rows of two people. Its stadium seating design allows riders clear viewing with the back seats on a higher platform. The karts have a nifty swivel board allowing riders to move in all directions and flow freely along the track. Guests wear augmented reality headsets to immerse themselves in the game. And once underway, the aesthetics are out of this world. The attraction uses AR technology and projection mapping and along with the accompanied Mario Kart music, gives an impressive journey onboard.

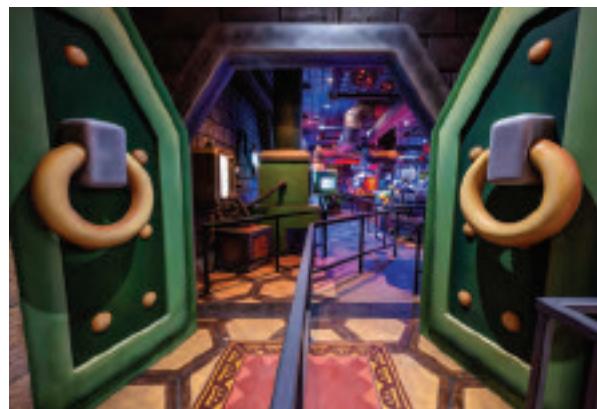
The adventure lasts around five minutes with riders travelling along the track to earn stars, shoot toads and throw hazards of shells in order to thwart fellow guests. The special FX of characters coming out makes for a dazzling experience thanks to the impressive Nintendo VR headsets riders wear. Each guest has access to their own steering wheel and can drive their virtual karts along the track.

There are multiple themed scenarios such as an animated Bowser's Castle and a beautiful aquarium setting, but the showpiece segment is of course driving on Mario's most famous circuit: racing along Rainbow Road. The spectacular finale is a colour of delight where riders jostle for their final points to defeat the dastardly Bowser. Simply put it is a must ride for all Mario Kart fans. At the end of the ride and back in reality, riders can view their points to see which team of Mario from its many characters has prevailed.

Back in the main Nintendo Plaza, another touch of nostalgia lies with the very entertaining music section where guests can hit six musical note boxes one by one to create a collective symphony from Mario's much-loved melodies. Guests can also gain points by scanning their band under the many 1UP boxes to hear that famous Mario ring call.

For fans who want to take a piece of Super Nintendo World home, there is the Nintendo store, aptly named 1Up Factory due to the extra life received by the Green Mushrooms in games. The store is a throwback of true essence. Guests can purchase a whole host of merchandise such as Mario and Luigi's famous dungarees and hats to Mario themed toys and cushions.

Located in Super Nintendo World are various food outlets which are in keeping with the depicted Mario characters. Toadstool Café is a creatively themed restaurant which has signature dishes based on Mario



characters such as Mario's Bacon Cheeseburger, Piranha Plant Caprese, Super Mushroom Pizza Bowl and Block Tiramisu.

There are various 'Pit Stop Popcorn' stands located around the park entitled Mario Kart and Super Star Popcorn Buckets. Mario also has his own eating quarters with Mario Café and Store. Yoshi too appears with Yoshi's Snack Island catering for light bite treats and yoghurts.

One of the main challenges of Super Nintendo World was to bring the authenticity of its video games franchise to reality so guests can perfectly relate to the experience and through a truly immersive experience, the park has managed to connect the different elements of the attractions towards their respective Mario characters and features.

InterPark was given further insight from Jon Corfino, Vice President, Creative, Universal Studios Hollywood, who shared his delight in bringing the themed world to fruition.

WHAT ARE YOUR OVERALL THOUGHTS OF SUPER NINTENDO WORLD?

"We are extremely proud of what we created here at Super Nintendo World. It's rewarding to see the excitement in our guests, from kids aged five to adults age 65, who feel like they have stepped into the game."

CAN YOU TELL US MORE ABOUT THE FLAGSHIP ATTRACTION - MARIO KART: BOWSER'S CHALLENGE?

"Mario Kart: Bowser's Challenge is a state-of-the-art ride, combining augmented reality, projection mapping and physical effects, which brings to life – and fully immerses guests – in the game. The virtual reality experience is brought to life through a powerful story and characters, advanced technology in augmented reality, projection mapping and screen projection combined with a physical set that recreates iconic environments in fantastic detail.

"It is the first ever Mario Kart theme park ride based on the Mario Kart series of games, which have sold 150

million units. Guests put on their headsets which takes them through the Mario Kart universe to experience never-ending excitement and thrills. They are immersed in the game as they steer into the Mushroom Kingdom and throw shells as they race to the finish line with Mario, Luigi and Princess Peach. Win or lose, every race is a brand-new, life-sized Mario Kart experience."

WHAT WAS THE IDEA BEHIND THE POWER-UP BANDS?

"Power-Up bands allow guests to game-ify their experience in Super Nintendo World. With the Power-Up Band, guests can fully immerse themselves in the land, from hitting blocks, meeting characters, collecting stamps, and capturing their score to see how they compete against friends, family, and even other guests.

"The wearable wristband and specially designed app allow them to have interactive experiences, making use of their arms, hands and entire bodies as they explore the new area - making them feel they are truly part of the video game world."

HOW IMPORTANT WAS INTERACTIVITY FOR GUESTS?

"For the first time, Universal Studios Hollywood is putting guests into the heart of a game. It was important to us that we be true to the characters and the game, and we worked very closely with Nintendo and Miyamoto-san, the creator of the Mario franchise, to ensure authenticity.

"With Universal Studios and Nintendo in collaboration, we can deliver innovation to society. Super Nintendo World features a new level of theme park guest experience that blends the physical world with the world of the video game - bringing the world of Nintendo to life in a whole new way for guests."

Super Nintendo World gives its guests a supreme nostalgic and enriching experience. Its extravagant beauty, immersive hands-on interaction and authenticity promise to live up to Universal Studios tagline of 'The Entertainment Capital of LA.'





Quest, Doha

By Emma Davidson

Quest, Doha's novel entertainment complex, is arguably one of the most futuristic theme parks in the Middle East. Opening in 2021, Quest made its name as Qatar's very first indoor park, housing over 30 rides and attractions across a 32,000sqm covered space.

The indoor entertainment destination caters to an audience of varying ages, from young families to more seasoned thrill seekers. The rides at Quest are a combination of adrenaline-heavy, thrilling coasters, media-controlled simulators, virtual reality experiences, miniature thrill rides for younger visitors and family-friendly attractions that all offer an unrivalled experience to anywhere else in the capital.

The park is home to spectacular, world-class rides, which include the world's tallest indoor drop tower attraction, Magma Blast, and the world's tallest indoor roller coaster, Epiq Coaster. Magma Blast has a coveted position in the Guinness World Records book for its mammoth height of 56,409-metres. The ride features a media-enhanced shot and drop tower as guests soar into the sky along its huge research probe.

Epiq Coaster is another Guinness World Record holder, this time with the title of tallest indoor roller coaster, standing at a height of 56,736-metres. The ride is a solar-driven vessel that reaches high speeds of over 90km per hour. Guests are suddenly launched backwards along a vertical twisting spike, before dropping back down and blasting through the station via a series of aerial manoeuvres and close-call encounters.

Altogether, Quest boasts over 30 rides and attractions

from the world's largest manufacturers, designers, and operators. Another example of the rides found at Quest is the ParadropVR virtual reality flying experience from Frontgrid - experts in adventure leisure and virtual reality attractions. Premier Rides is behind the Epiq Coaster, while Zamperla has contributed to attractions including the Gravity Swing, Time Travel and Aero Flip, while Chance Rides manufactured Quest's Time Tumbler ride, which spins guests on a spectacular clockwork mechanism.

Themed around a story-based concept that revolves around the notion of time, Quest is divided into three time-dimensions that represent the past, present and future, respectively: Oryxville, a portrayal of an ancient Arabian past, City of Imagination, a reflection of a captivating present, and Gravity, a gateway to a futuristic space age. Each time-dimension houses characters whose stories unfold as guests embark on thrilling adventures aboard the impeccably themed, media-enhanced, and story-driven rides and attractions.

Within the story-based concepts, guests will stumble upon 12 characters that bring each element of the park to life. For example, Shaheen Al-Habi is the father of the Qatari family that lives in the City of Imagination. A dedicated geologist and engineer, Shaheen's personality shines with charisma and a healthy dose of humour. Over in Gravity, Dobots are charming, industrious robots built by future Qatari engineers to perform cleaning and maintenance tasks around Qatar Spaceport Antares. And in Oryxville, AURA is a visitor from a fantasy realm where magical oryxes talk, laugh, and play. AURA is filled with an unquenchable desire to explore new places and discover new experiences.



Time Traveler

Quest firmly holds onto its position as a leading theme park and is always working towards future advancements, citing "there's always more" as its mission statement. This is what positions the unique indoor theme park as an innovator in the industry - it's always adding more attractions to its portfolio. Recently, Quest added the Gravity Wheel, a high-speed centrifugal ride that takes guests on a spinning adventure and Aero Flip, a ride that takes guests on an amazing journey, which replicates the experiences and sensations of an acrobatic aeroplane flight with banks, loops, and dives. Robomania, a dynamic industrial robot arm that exhibits movements that include heave, pitch, and roll, with a unique blend of large sweeping motions is also new at the park, as well as technology from SkyVenture, the creator of iFly. The company has supplied state-of-the-art, GEN 9 technology in a 10.5ft wind tunnel. The design is compact and power-efficient, and, as the first of its kind in an indoor theme park, iFly will complement Quest's portfolio of 'firsts'.

Quest constantly creates opportunities for excitement and entertainment for its valued guests, too. The park goes above and beyond to keep visitors engaged and entertained, as seen during major events such as Eid Al Fitr and Eid Al Adha, where Quest dazzles audiences by hosting entertaining performances.

Furthermore, during the FIFA World Cup Qatar, Quest provided guests with state-of-the-art football activations, allowing them to fully immerse themselves in the World Cup spirit. To celebrate its first-year anniversary, Quest threw a spectacular celebration for its guests, complete with exclusive entertainment performances. With countless thrilling events on the horizon, Quest promises to continuously captivate and enthrall.

Complementing the rides, attractions and one-of-a-kind experiences guests get to enjoy, is an expansive food and beverage offering. Some of the outlets include the Space Cantina, a futuristic restaurant located in Gravity - the park's 'futuristic gateway' - serving up international cuisine in a state-of-the-art environment. Quest Café is a cosy counter-service café located in the heart of the City of Imagination, where guests can enjoy signature coffees, as well as a delectable selection of snacks and desserts.

Sarab Kiosk is a street food kiosk and a haven of theme park favourites. Passers-by can stop and enjoy grab-and-go snacks on their way to the next Quest attraction, such as nachos, popcorn, and bubble waffles. Planet Hollywood Doha is the most notable here though, as the iconic American-themed restaurant is renowned for its signature Hollywood aesthetic, celebrity affiliations, and Hollywood memorabilia, offering guests a star-like dining experience in a vibrant, glamorous, and retro atmosphere while enjoying delectable menu items suitable for all tastes.

Planet Hollywood Doha is the first restaurant for the chain in Qatar and offers a unique atmosphere with its retro American interior and notable artefacts from Hollywood history. It also offers a huge merchandise collection that allows diners and visitors to take home an item to commemorate their trip.

The park attracts a diverse audience and, in 2022, Quest had an annual attendance of 360,000. It attracts visitors from various nationalities and regions; however, the park also holds a special place in the hearts of Qatar residents, particularly among the local community, who make up the majority of the park's guests. It opens its



(A) Spike's Astro Tower (R) Epiq Coaster

doors from 8.30am - 7.30pm Monday - Tuesday and 2pm - 10pm Wednesday - Sunday and is also often visited by those making the trip to Doha Oasis.

Sitting as part of the capital's up-and-coming leisure and entertainment hub located in the heart of Msheireb downtown, Quest is joined by the lavish and luxurious when it comes to Qatar entertainment. Doha Oasis, the mixed-use development, and one-stop destination comprises the five-star awe-inspiring Banyan Tree hotel, which features the impeccable Banyan Tree residential suites, the prestigious French fashion department store Printemps, state-of-the-art Quest and cutting-edge VOX cinemas and a bowling centre.

It's built on a 440,000sqm built up area in the heart of Doha. The modern architectural complex has transformed the capital city into a centre of global attraction, which has stemmed from the Qatar National Vision 2030 that aims to transform the nation into an epicentre for tourism and business.

To achieve this vision, Doha Oasis was designed to exploit elements of Qatari culture and values, leading-edge technology, innovative architecture, and best-in-class art. Since the official commissioning in 2021, thousands of locals and international tourists have trooped to Doha Oasis for tourism, business, fun, and international events.

A global leader when it comes to leisure, it makes perfect sense that Doha is home to Quest. Through its range of thrilling attractions that showcase some of the best craftsmanship from theme park manufacturers, as well as through events, food and drink and uniqueness as an indoor park, Quest is a one-of-a-kind destination.





IAAPA North America staff (source IAAPA)

MOVING ON UP!

By: Dennis Speigel

Since 1910, on 8 March of every year, we celebrate International Women's Day globally, a day acclaiming the social, economic, and political achievements of women. It is also observed as a call to action for accelerating women's equality in the workforce.

The ongoing fight for women's equality has included trailblazers like Susan B. Anthony, Amelia Earhart, Rosa Parks, and others. Women won the right to vote in 1920, the right to serve alongside men in the military in 1948, and the right to equal pay in 1963.

It is safe to say that women's equal rights and advancements have made great strides since those early days. Yet, it is important to consider how far this issue has advanced and whether it is heading in the right direction, not only in the global workforce, but even more so in our own leisure and amusement industry.

Here in the United States, there is no shortage of qualified women to fill leadership positions. Women outnumber men in earning bachelor's and master's degrees and are nearly on par in getting medical and legal degrees. Yet, women hold only about 35% of senior leadership positions in the top companies. According to a 2022 Women in the Workplace report from McKinsey & Company, it was noted that, for every 100 men promoted from an entry-level job to manager, only 87 women are moved up the ladder. Further, studies show

that women are most apt to leave a company to seek a job with more commitment to diversity, equity, and inclusion. Women leaders are leaving their companies at the highest rate ever, and the gap between female and male leaders leaving companies is the largest it has ever been.

Women, especially women of colour, are still under-represented in corporate America and around the globe. Despite the progress made, why do women still face an uphill battle? Outdated stereotypes? Bias and discrimination? No flexibility in the work environment? Lack of respect among male peers? Women should not be facing these types of barriers.

I implore all industry leaders to continue to seek out highly qualified, smart, strong, and confident female workers, and to recognise them according to their performance. Data shows that companies with women executives are 30% more likely to outperform other companies. That is a strong compliment to the impact that female leaders can have on a company, but as importantly, on our industry.

For over 100 years, the attractions industry has been a dominant force and is well-established. Our industry, like most of the corporate world, was dominated for many years by males; however, in the last five to 10 years, we started seeing improvement as women began to be



(source Unsplashed)

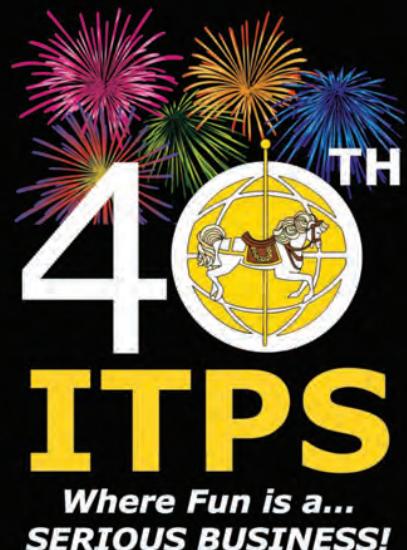
recognised by management and placed in executive roles. This movement has accelerated and, today, we can point to a large number of women that not only lead our parks and attractions but do so brilliantly.

Throughout my career, I have worked closely with many women that I believed would make a strong leader and always did my best to recognise them as warranted. Back in the 70s and 80s, when I was General Manager at Kings Dominion, I put into place the first two female directors in the company, in guest hospitality and live shows. Here at ITPS, we have in place a female President & COO, Pam Westerman, who has worked alongside me for 35 years and has proven her value many times over. Experience, performance, and excellence are truly the important indicators of who should be named in a leadership role, regardless of gender.

In recent years, many USA park operators have showcased female leaders, all of whom have had significant impact on the parks they lead and, on the industry, worldwide.

- Cedar Fair has three females in upper executive roles leading major park operations, including Bridgette Bywater of Kings Dominion, who has been named one of the 500 most powerful and influential leaders in the state of Virginia.
- The Herschend Family Entertainment group was led by Jane Cooper as President & COO for 13 years. Jane also served as only one of three women who held the position of chairperson for our association.
- Hershey Entertainment is led by Vikki Hultquist, General Manager of the Hershey Entertainment Complex, who has been with the organisation for over 20 years, and the first female to ever hold this position.
- The Disney organisation has many women in executive positions, with four females in top positions at Magic Kingdom, Animal Kingdom, Hollywood Studios, and EPCOT (the latter of whom, Kartika Rodriguez, is the first woman of colour to lead a Disney theme park). In fact, many of the Disney park attractions were designed and brought to life by female innovators.

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Bowling Green State University Cedar Fair program
(source Cedar Fair)

- Natacha Rafalski was appointed President of Disneyland Paris in 2018, after being with the company since 1995 and working her way through the finance and partnerships departments.
- At Universal Orlando, Karen Irwin, President & COO, has been with the park since 1990 and now oversees three theme parks, hotels, and the CityWalk entertainment and dining complex.
- At Europa Park in Europe, Ann-Kathrin Mack is directly responsible for the new construction of a hotel and employee campus to support the indoor water world, Rulantica.
- Pia Adlivankin is the Managing Director and CEO of Linnanmaki Amusement Park in Finland and currently serves on the IAAPA board of directors.

These are but a small sample of the countless other masterful women working tirelessly to advance our industry, showing that our operating companies are noticing and recognising their contributions. In all honesty, considering the history of our industry, it has taken quite a long time to get to the place where we are with female executives.

It is incumbent on our industry's association, IAAPA, to lead the way in acknowledging strong females in leading roles. We have seen this shift in recent years to allow for a more inclusive and diverse staff. Today, IAAPA has approximately 91 staff members spotlighted on its website. Of those, about 60% are women, a significant number. In particular, we have two strong females serving as Vice Presidents of our Pacific Rim and Latin America / Caribbean regions.

Yet, women still seem underrepresented in other areas. Our association is governed by a board, led by a chairperson. This top position changes annually, as members of the board move into higher positions and then rotate out. Since the association was founded over 100 years ago, only three women have held the highest position. Gina Romano of Nellie Bly Park was the first in 1997, followed by Jane Cooper (Herschend Entertainment) in 2005, and Amanda Thompson OBE of Europe's Blackpool Pleasure Beach in 2020. It is time for more women to take these reins.

IAAPA also recognises those who have greatly impacted the industry by inducting them into its Hall of Fame, an honour I was awarded in 2022. However, of the 129 people inaugurated, there have been just four females. Inductees are nominated by peers and voted on by an IAAPA committee. This seems to be an area where IAAPA needs to increase its inclusion of resilient and diverse women.

While women in leadership roles have been given more recognition, there is much more to be done. As an industry, let's continue to figure out how to create work environments where women can continue to excel... Environments that are flexible, that allow room for growth, that make a difference, that are empowering, and that are fun!

So, let's celebrate and be inspired by all the women in our industry that have made and will continue to make a difference. Let's pay tribute to them for their efforts, as many are truly the driving force behind every great success.

About ITPS

ITPS....."WHERE FUN IS A SERIOUS BUSINESS," is globally the leisure industry's leading independent, full-service consulting firm. Founded by Dennis Speigel in 1983 and located in Cincinnati, Ohio, USA, ITPS is uniquely qualified to assist in all aspects of leisure project development and has worked on over 500 projects and in over 55 countries since its inception. Always on the forefront of new trends, ITPS is experienced to assist in all aspects of any new project or existing facility. They can be reached at itps@interthemepark.com. ITPS is celebrating 40 years of service to the amusement industry in 2023.



Hitting the Headlines

The latest news and announcements



1 JINMA LSM COASTER MAKES SANYA, CHINA DEBUT

Jinma's largest LSM coaster – the LSM Launch Coaster TSC-20A has been delivered and made its debut at Sanya Silk Road Paradise, China, during the recent Spring festival holidays.

As the first roller coaster supplier in China to independently conquer electromagnetic drive technology for coasters, this LSM coaster marks another great success story for Jinma; following the LSM spinning coaster, which was delivered to Guangzhou Sega Joypolis, and it marks a qualitative technological leap for the manufacturer.

This attraction will catapult riders forward at the speed of up to 98km/h on 830-metres of track. The LSM accelerates the train from 0 to 98 km/h within three seconds and thus enhance passengers' riding experience. Apart from a powerful boost, the whole vehicle structure adopts integrated molding technology, meaning no welds, it is safer and easier to maintain.

2 LEGACY ENTERTAINMENT EXPANDS ATTRACTIONS MARKET IN MACAU

Legacy Entertainment is set to develop a variety of attractions for the Macau market, including the design and construction of a theme park, water park, and attractions tailored to the region.

According to Legacy, Macau's 'Big Six' casino operators have been granted 10-year extensions of their gaming licenses in exchange for a commitment to invest US\$14.9bn over the next decade, with 90% of that directed towards non-gaming attractions and experiences.

Taylor Jeffs, President & Chief Creative Officer of Legacy Entertainment shared further details on the upcoming attraction: "Working shoulder-to-shoulder with icons like

Galaxy's Francis Lui and Melco's Lawrence Ho has been among the highlights of my career. Together, we've helped shape the landscape of modern-day Macau."

"My entire team and I are thrilled to continue working in one of our favourite markets as Macau enters this new era." Legacy Entertainment is vastly experienced in creating world-class attractions. The company is responsible for the design of the Chimelong Marine Science Park, a colossal 370,000sqm complex that will become the "World's Largest Indoor Theme Park" when it opens to the public later this year.

The news of Legacy's involvement complements financial forecasts for Asia's gaming capital in Macau. Last month, the region's six largest casino operators saw revenue increases up to 36%, with a full recovery to pre-pandemic levels anticipated to take two years.

The report states that on-gaming revenue has accounted for less than 15% of the local government's revenue, which represents fundamental change on the way for Macau. "The goal now is different than it was when we started designing Galaxy Macau in 2006, and Studio City Macau in 2011," Jeffs adds. "Back then, the mandate was to create the world's most compelling gaming destination. Now we're out to simply create one of the world's top entertainment destinations for all ages. It's a tall order, but I am confident my brilliant team of collaborators is up to the challenge."

3 SERENGETI FLYER LAUNCHES AT BUSCH GARDENS TAMPA BAY

The much-anticipated **Serengeti Flyer** was let loose at the end of February at Busch Gardens Tampa Bay, USA. It is considered the world's tallest and fastest of its kind and Busch Gardens states that, "with each swing, riders will soar higher and higher above the expansive 65-acre Serengeti Plain while experiencing multiple negative-G moments before plunging back towards Earth."

Serengeti Flyer features twin duelling arms that soar progressively higher reaching speeds of 68mph and a maximum height of 135ft at the ride's peak. Guests are seated back-to-back in rows of 10 across two gondolas, allowing for 40 guests to experience the ride at once.

Park guests begin swinging over the plains of Busch Gardens in this novel swing ride curated by S&S Worldwide, which is one of the company's largest rides built to date.



Hitting the Headlines

The latest news and announcements

4 OPERATION RED CARPET SET FOR MOVIE PARK STUDIOS

Movie Park Studios introduces new action blockbuster, "Operation Red Carpet", set at a glamorous awards show in Los Angeles.

With elaborately designed, authentically American set elements and backdrops, spectacular stunt performances, and an entertaining storyline, the new show aims to bring Hollywood even closer to Germany and directly to Studio 6 at the Movie Park Studios.

"Action like in Hollywood will be within reach for guests with the new stunt show," says Managing Director Thorsten Backhaus. "They become part of the events surrounding a Hollywood awards show. Starting in the waiting area, which is supposed to represent the backstage area of the production crew, guests will be live on-site during the show preparations and the big award ceremony. It has also been particularly important to us that the stunt show is suitable for the whole family and appeals to several generations."

The plot of the attraction focuses on the preparations and the big awards show of the "Golden S.A.M.", which is given to particularly talented action movie stars. At the same time, the red carpet of the Movie Park Studios becomes a racetrack and the Folco Stunt Team from Italy - in their roles as show host, FBI agents, criminals, or action heroes - drift at full speed over the asphalt of the stunt set, over ramps, and Germany's largest quarter pipe to date.

For the scenery and backdrops of the new stunt set, the various building facades include the theatre of the award show, a classic American diner, a boutique, a colourful souvenir store and a limousine service.

"We took inspiration from the buildings in Los Angeles so we could really transport them straight to Hollywood," says Project Manager Manuel Prossotowicz. "The Hollywood Pacific Theater or the Walk of Fame, among others, served as models here."

The new attraction also features more than 25 large and small special effects, as well as new stunts and show elements. Another new feature is the large LED wall above the theatre, which is easily visible from all seats. "This LED wall allows us to tell a new dimension of the story. Even if the protagonists disappear behind the scenes in between, we can tell the storyline even more extensively using media content. In this way, we can create a more immersive show experience and the audience can follow all the storylines."



5 JUMANJI - THE LABYRINTH JOINS GARDALAND

Gardaland Resort is welcoming its guests in Italy to its latest attraction, Jumanji – The Labyrinth; an immersive adventure located in the heart of the theme park.

According to the park, Jumanji – The Labyrinth calls for "courage and guile, offering a multisensory experience on multiple levels, with visitors compelled to forge their own way through a labyrinth to save the kingdom of Jumanji." Four highly engaging settings are offered, inspired by the most iconic scenes of the famous blockbuster film saga from Sony Pictures: a game of mirrors, a tunnel infested by snakes, a labyrinth in the deepest jungle, and finally, the Elephant temple.

TESTING THE SAFETY OF YOUR RIDES

By ADIPS Inspector Hayley Westcott

"I recently became an ADIPS inspector and now part of my work involves visiting amusement parks and fairgrounds to check the safety of rides.

More specifically, I specialise in non-destructive testing (NDT), which plays a vital role in ensuring that the structures of roller coasters and other rides meet the required standards and continue to operate safely. Being able to examine the materials, components, and systems without causing them any damage means we can spot imperfections and degradation, allowing us to make informed recommendations on the necessary actions to take.

There are different methods of NDT and choosing the right one, or right combination of techniques, is really important. This is about ensuring you're doing everything you can to detect cracks and other faults with a device that might make it unsafe; methods include magnetic particle inspection, ultrasonic inspection, visual inspection, and dye penetrant inspection.

There are various causes of defects in devices, such as vibrations, stress, heat, expansion and contraction, general wear and tear and corrosion from the elements. We need to be as thorough as possible to detect faults and manage the risks, and there have been significant advancements in this area in recent years.

ADIPS NDT inspections (alongside inspectors in other areas, such as electrical and mechanical engineers), are integral to making sure members of the public can enjoy rides safely, so I find this a rewarding role. I know I'm playing a part in keeping people safe while they're having fun.

As part of InterPark's International Women's Day coverage, I was asked about being a woman in a predominantly male sector. Safety is seeing better representation, but I would like to see more women considering safety and inspections as a career route, if this is something that interests them of course.

There is a small minority of women doing what I do. I have been working in NDT and inspection for more than 12 years and have come across only one other female NDT inspector in that time. Is it important to have a better gender balance in safety inspections? I think it is more a question of equal opportunities and making sure that women have as much chance of pursuing a career in this industry as men.

I work in a traditionally male sector and would love to have the confidence that women are being made aware of the opportunities available to them and are being encouraged to pursue a non-traditional career, as the rewards can be fantastic.

The challenges I faced entering this industry more than



Hayley Westcott is an ADIPS Inspector and a Senior Weld Inspector at ST&W Inspections LTD.

a decade ago were more to do with my age than my gender. As a young and new inspector, telling welders with over 30 years' experience that they haven't done a job well enough wasn't easy!

It is different now because I have been doing this for a long time. It takes emotional intelligence to deliver difficult messages, such as something needs repairing at your cost. If you know what you're doing, however, and have the skills and experience behind you, then you gain that respect. As an ADIPS inspector, you are there to carry out an important job and I usually find operators are on board with what you're trying to achieve.

From our point of view, ADIPS helps us, as a company, to diversify. For the industry overall, having an overarching safety inspection body that brings everybody into line, to the same standards, is really important. My advice to anyone involved in managing and operating amusement devices is to keep your eyes peeled. Anything that you spot that doesn't look quite right, always question it.

Always make sure that when you're working with other companies or contractors, such as welders, that they are experts in their field and, if possible, accredited and audited in their activities.

As ADIPS inspectors, we are in this business to ensure people can have fun safely, and we will best achieve this if we all work together."

ADIPS is the fairground and amusement park industry's own adopted standard for inspection and certification of fairground rides and amusement devices.

CALENDAR

May 10 - 12

2023 ASIA AMUSEMENT & ATTRACTIONS EXPO, China Import & Export Fair Complex, Guangzhou, CHINA
Contact: Tina Chang
Email: sales@grandeurhk.com
Website: aaaexpos.com

May 28 - 30

Saudi Entertainment & Amusement Expo, Riyadh International Convention & Exhibition Centre, Riyadh, SAUDI ARABIA
Contact: DMG Events
Tel: +96612 6970287
Email: marketing@saudientertainmentandamusement.com
www.saudientertainmentexpo.com

June 14 - 16

IAAPA Expo Asia 2023, Marina Bay Sands®, 10 Bayfront Ave, SINGAPORE
Contact: International Association of Amusement Parks & Attractions, 4155 West Taft Vineland Road, Orlando, Florida, USA
Tel: +1 321 319 7600
Fax: +1 321 319 7690
Email: iaapa@IAAPA.org
www.iaapa.org/expos/iaapa-expo-asia

June 28 - 30

10th Events & Amusement Expo Tokyo, Tokyo Big Sight, Tokyo, JAPAN
Contact: Rx Japan Ltd.
Tel: +813 3349 8510
Email: live-expo.eng.jp@rxglobal.com
https://www.event-week.jp/en-gb.html

July 12 - 14

CAE Beijing 2023, China International Exhibition Centre, Shunyi New Venue, Beijing, CHINA
Contact: Katie Wang, L&A International Ltd, 6 Penmire Grove, Sale, Cheshire, M33 4FP, UK
Tel: +44 (0)161 6100022
Email: katie.w@chinaattractionsexpo.org
www.chinaattractionsexpo.org

July 21 - 23

Philippine Attraction & Amusement Expo 2023, World Trade Centre Metro Manila, PHILIPPINES
Contact: HQ Bizlink International Pte Ltd,
Email: mail@hqbizlinkintl.com
www.pa-expo.net

August 23 - 24

Theme Park – Water Park Expo Vietnam 2023, Tan Son Nhat Pavilion Convention Center, Ho Chi Minh City, VIETNAM
Contact: Fireworks Trade Media Co., Ltd. 18th floor, Indochina Park Tower 4, Nguyen Dinh Chieu, Da Kao Ward, District 1, Ho Chi Minh City, VIETNAM
Tel: +84 9063 091 78
Email: viet@fireworksviet.com
www.themeparkvietnam.com

September 26 - 28

IAAPA Expo Europe, Messe Vien, Vienna, AUSTRIA
Contact: International Association of Amusement Parks & Attractions, 4155 West Taft Vineland Road, Orlando, Florida, USA
Tel: +1 321 319 7600
Fax: +1 321 319 7690
Email: iaapa@IAAPA.org
www.iaapa.org/expos/iaapa-expo-europe

November 28 - 30

MAPIC, Palais des Festivals, Cannes, FRANCE
Contact: Reed MIDEM, 27 Quai Alphonse Le Gallo, CS 10026 Boulogne, FRANCE
Tel: +33 179 71 95 15
Email: Daniela.jakovljevic@reedmidem.com
www.mapic.com

November 14 - 17

IAAPA Expo Orlando, Orange County Convention Center, Orlando, Florida, USA
Contact: International Association of Amusement Parks & Attractions, 4155 West Taft Vineland Road, Orlando, Florida, USA
Tel: +1 321 319 7600
Fax: +1 321 319 7690
Email: iaapa@IAAPA.org
www.iaapa.org/expos/iaapa-expo



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Super Nintendo World
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Hollywood

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Editor: Beth Whitaker
Email: editor@interpark.co.uk

News Editor: David Whitworth
Email: news@interpark.co.uk

Features: Emma Davidson
Email: features@interpark.co.uk

Contributing Columnist:
Dennis Speigel

Publisher & Advertising Sales:
John Fosbrooke
Email: john@interpark.co.uk

Asian Sales & subscriptions:
Lily Zhang
Email: lily@interpark.co.uk

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Email: admin@interpark.co.uk
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